

Regional Services Centers

Outcome Performance Measures

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CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Overview of Regional Services Centers**
 - Contribution to Montgomery County Results
 - Mission and Core Responsibilities
 - Region by Region Profile
 - Interrelationship of Mission, Core Functions, Activities and Outcome Performance Measures
- **Internal Customer Survey Results**
 - Survey Methodology
 - Region by Region Results (Quantitative Analysis)
 - Overall Results (Quantitative Analysis)
 - Overall Results (Qualitative Analysis)
- **Regional Service Centers' Approach to Supporting County Departments**
- **Outcome Performance Measures**
 - Highlights
 - Objectives and Strategies
- **Moving Forward and Wrap-up**



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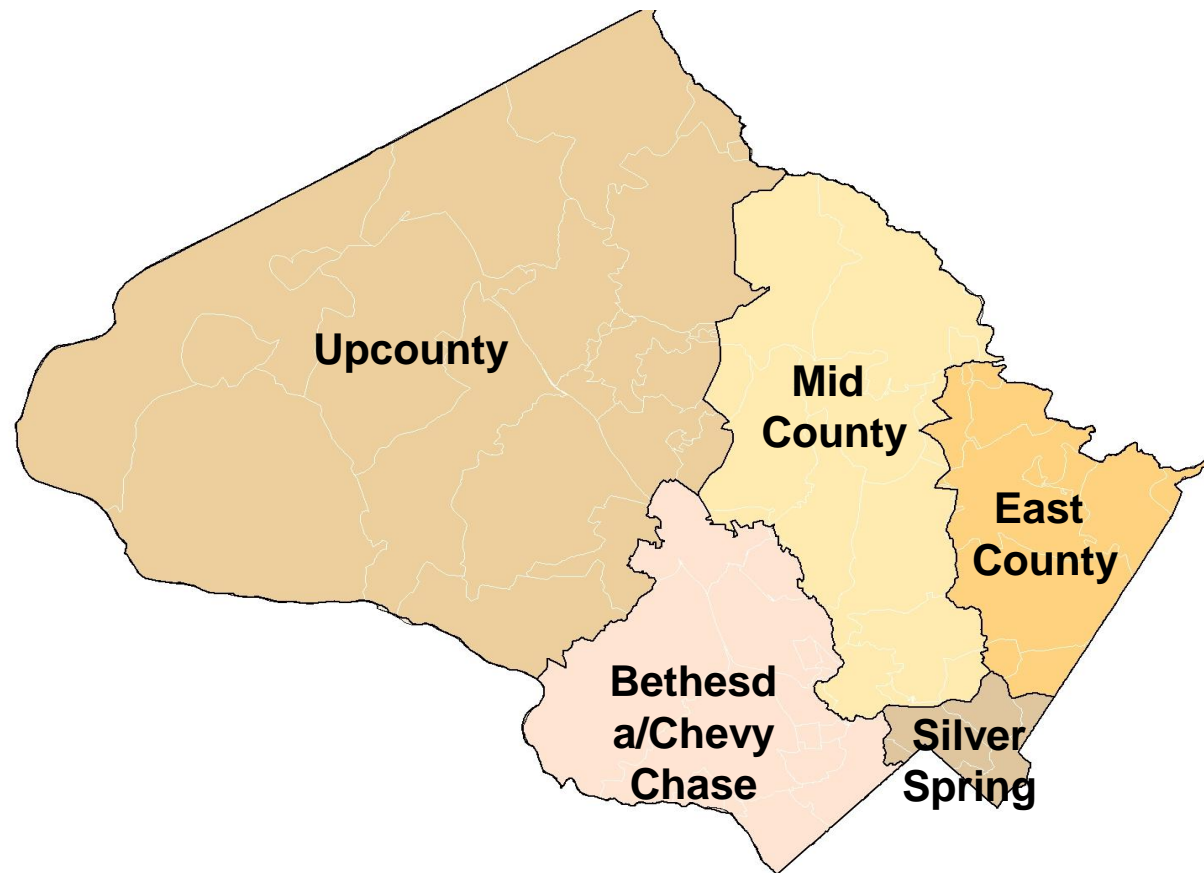
Overview of the Regional Services Centers Contribution to Montgomery Results

- **A Responsive and Accountable County Government**
- **Affordable Housing in an Inclusive Community**
- **An Effective and Efficient Transportation Network**
- **Children Prepared to Live and Learn**
- **Healthy and Sustainable Communities**
- **Safe Streets and Secure Neighborhoods**
- **A Strong and Vibrant Economy**
- **Vital Living for all of Our Residents**

By linking residents to all County departments, the Regional Services Centers contribute to all of Montgomery Results.



Overview of the Regional Services Centers



This map displays the Regional Services area boundaries.



Overview of the Regional Services Centers Mission and Core Responsibilities

The Regional Services Centers represent the County in their respective regions by providing effective and timely liaison between Montgomery County and its residents and businesses. (i.e., provide information; connect County resources/services to community needs; anticipate, identify and assess community problems and issues; recommend and/or implement solutions to the community issues by working with County departments, individuals, community groups, regional Citizens Advisory Boards, and other public agencies.)

Core responsibilities of Regional Services Centers in relation to other County departments:

- 1) Coordinate projects among multiple agencies in their respective regions.
- 2) Assist departments with outreach to communities.
- 3) Proactively assist departments by providing additional knowledge (intelligence) about their respective regions.
- 4) Help departments be responsive to the community's needs.

In addition to the RSCs' core responsibilities as the link between the County and its residents, some Centers have additional redevelopment, urban district, and/or other partnership responsibilities.



Overview of the Regional Services Centers and their Activities East County

About the Center

- The Eastern Montgomery Regional Services Center links Montgomery County Services with 111,250 citizens and businesses
- 47.5 square mile area
- Includes the communities of Burtonsville, Colesville, Cloverly, Fairland, and White Oak

1) Coordinate projects among multiple agencies in their respective regions

- Manage site selection

2) Assist departments with outreach to communities (and vice versa)

- Advocate for region
- Community outreach
- Respond to residents on behalf of CE
- Promote relationship building and networking
- Engage County departments

3) Proactively provide additional knowledge to departments about their respective regions (and vice versa)

- Staff boards and commissions/ Support Citizen Advisory Board
- Work with local stakeholders

4) Help departments be responsive to the community's needs

- Form partnerships for program support
- Determine gaps in services
- Provide programs to fill those gaps



Overview of the Regional Services Centers and their Activities

Mid County

About the Center

- The Mid-County Service Center links Montgomery County with 220,000 citizens and businesses

- 99 square mile area

- Includes the communities of located in the Aspen Hill, Forest Glen, Kemp Mill, Kensington, Olney, Upper Rock Creek, and Wheaton Planning Areas

1) Coordinate projects among multiple agencies in their respective regions

- Manage site selection
- Coordinate regional component of initiatives

2) Assist departments with outreach to Communities (and vice versa)

- Advocate for region
- Community outreach
- Engage County departments

3) Proactively provide additional knowledge to departments about their respective regions (and vice versa)

- Staff boards and commissions/ Support Citizen Advisory Board
- Work with local stakeholders
- Participate in regional planning

4) Help departments be responsive to the community's needs

- Manage regional issues



Overview of the Regional Services Centers and their Activities Up County

About the Center

- The Upcounty Regional Services Center links Montgomery County with a population of approximately 300,000 citizens and businesses

- 250 square mile area, including the Ag Reserve

- Includes the communities of Gaithersburg, Germantown, Clarksburg, Damascus, Goshen, Laytonsville, Derwood, North Potomac, Darnestown, Boyds, Montgomery Village, Barnesville, Washington Grove, Beallsville, Hyattstown, Tobytown, Dickerson, and Poolesville

1) Coordinate projects among multiple agencies in their respective regions

- Manage site selection
- Coordinate regional component of initiatives

2) Assist departments with outreach to communities (and vice versa)

- Advocate for region
- Community outreach
- Respond to residents on behalf of CE
- Promote relationship building and networking
- Engage County departments
- Market available resources to region

3) Proactively provide additional knowledge to departments about their respective regions (and vice versa)

- Staff boards and commissions/ Support Citizen Advisory Board
- Work with local stakeholders
- Participate in regional planning

4) Help departments be responsive to the community's needs

- Manage regional issues
- Form partnerships for program support



Overview of the Regional Services Centers and their Activities

Bethesda/ Chevy Chase

About the Center

•The Bethesda-Chevy Chase Regional Services area is bound on the west by the Potomac River, on the south by the Potomac River and the Washington, D.C. line on the southeast, on the east by Rock Creek Park and northern Rockville City limits to the north.

• Serves the neighborhoods of Bethesda, Cabin John, Friendship Heights, Chevy Chase, Garrett Park, Glen Echo, North Bethesda, Potomac and Rockville

1) Coordinate projects among multiple agencies in their respective regions

- Manage site selection
- Coordinate regional component of initiatives

2) Assist departments with outreach to communities (and vice versa)

- Advocate for region
- Community outreach
- Respond to residents on behalf of CE
- Engage County departments

3) Proactively provide additional knowledge to departments about their respective regions (and vice versa)

- Staff boards and commissions/ Support Citizen Advisory Board
- Work with local stakeholders
- Participate in regional planning

4) Help departments be responsive to the community's needs

- Manage regional issues
- Form partnerships for program support
- Respond to individual resident concerns



Overview of the Regional Services Centers and their Activities

Silver Spring

About the Center

- **Serving 150,000 residents and employees in the Greater Silver Spring Community**

- **Includes Four Corners, East, North, West, and Downtown Silver Spring, and Takoma Park**

1) Coordinate projects among multiple agencies in their respective regions

- Manage site selection
- Coordinate regional component of initiatives

2) Assist departments with outreach to Communities (and vice versa)

- Advocate for region
- Community outreach
- Engage County departments

3) Proactively provide additional knowledge to departments about their respective regions (and vice versa)

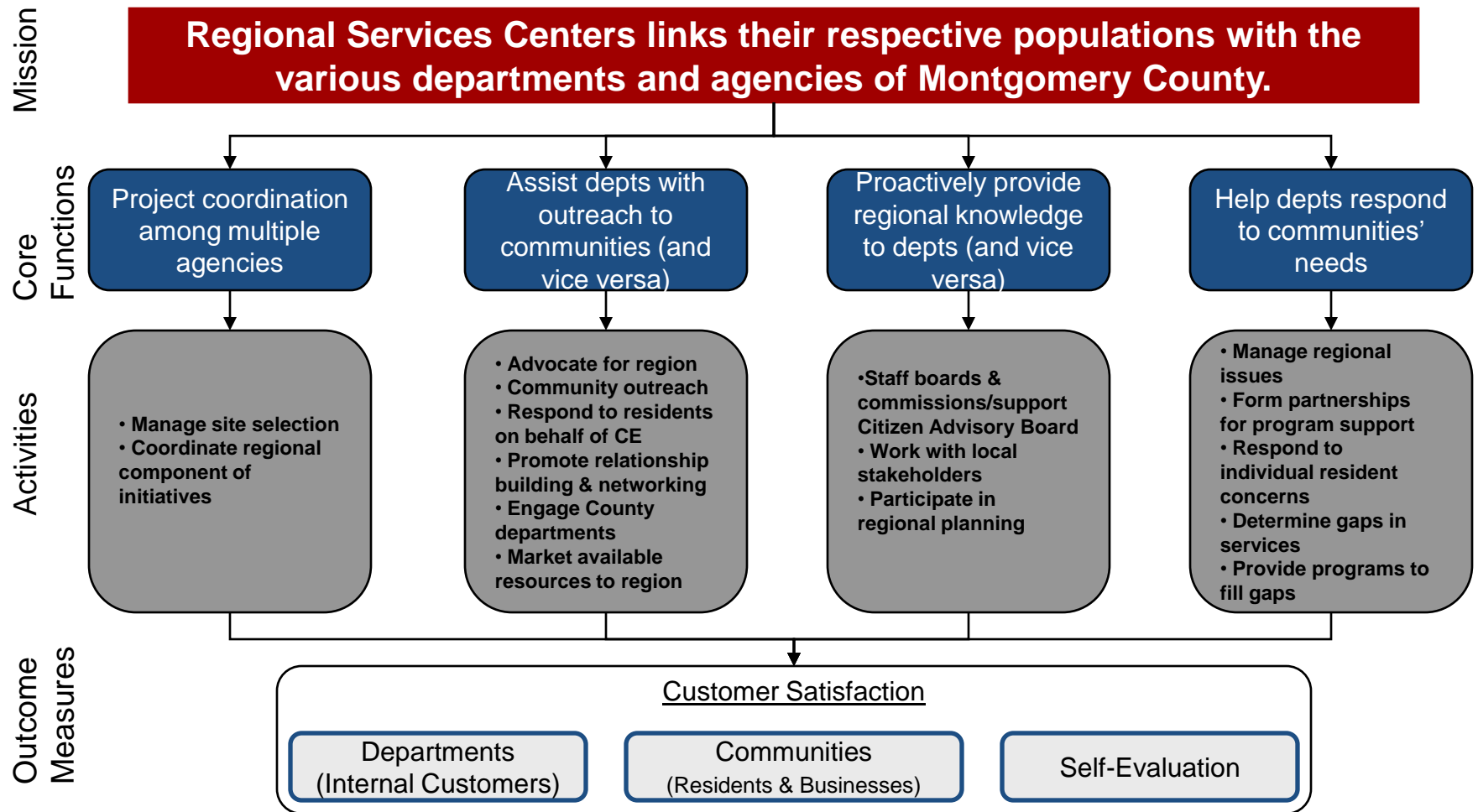
- Staff boards and commissions/ Support Citizen Advisory Board
- Work with local stakeholders
- Participate in regional planning

4) Help departments be responsive to the community's needs

- Manage regional issues



Overview of the Regional Services Centers



Overview of the Regional Services Centers

**Four Activities to which Each Center Devotes Most of its Time/Resources,
as reported by each Regional Services Center:**

East County	Mid County	Up County	Bethesda/ Chevy Chase	Silver Spring
Promote relationship building and networking	Manage regional issues	Participate in regional planning	Participate in regional planning	
Market available resources to region	Work with local stakeholders	Market available resources to region	Coordinate regional component of initiatives	
Form partnerships for program support	Staff boards & commissions/ Support Citizen Advisory Board	Coordinate regional component of initiatives	Staff boards & commissions/ Support Citizen Advisory Board	
Provide programs to fill gaps	Engage County departments	Engage County departments	Advocate for region	



**Project
Coordination
among multiple
agencies**



**Assist depts
with outreach to
communities
(and vice versa)**



**Proactively
provide regional
knowledge to
depts (and vice
versa)**



**Help depts
respond to
communities'
needs**



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Regional Services Centers Internal Customer Survey

- **Because Regional Services Centers are the link between the County and its residents, Center Directors wanted the ability to assess their ability to assist departments to deliver quality and timely response to residents**
 - Working with the CountyStat office, the RSCs developed a set of questions relating to their mission and core responsibilities
 - These questions were attached to the Internal Customer Survey, which was designed to provide insight into how well the needs of internal County government customers were being met by the County government departments and programs designed to serve them.
- **This survey will be issued annually, to allow year-to-year comparisons**

Regional Services Centers will incorporate the results of this annual survey into their outcome performance measures. Several other departments have also done this, as a measure of their ability to serve internal customers.



Regional Services Centers Survey Methodology

- **The Internal Customer Satisfaction Survey was delivered to 350 members of the County management team.**
 - 326 surveys were returned resulting in a response rate of 96%
 - 285 managers responded to the Regional Service Center portion of the survey (87% of respondents)
- **A four point scale was used and an optional “not applicable” was included for those who did not have enough experience with the Regional Service Centers to answer the question.**
- **Respondents were also given an opportunity to expand upon their ratings in an open response section provided at the end of the survey.**



Regional Services Centers Internal Survey Questions

In the past year, have you interacted with any of the five Regional Service Centers? (Yes or No)

If yes, which Regional Service Centers have you interacted with? (Select all that apply)

If no, why not? (Open-ended response)

Each respondent was asked to evaluate the quality of service, level of effort and success rate of the Regional Service Centers with respect to the following core functions:

- 1) Regional Service Centers often coordinate projects among multiple agencies in their respective regions.
- 2) Regional Service Centers assist departments with outreach to communities.
- 3) Regional Service Centers assist departments by proactively providing additional knowledge about their respective regions.
- 4) Regional Service Centers help departments be responsive to the community's needs.



Regional Services Centers Internal Survey Questions

1. **Quality of Service:** Rate your satisfaction with the overall quality of service provided by the Regional Service Centers.
2. **Level of Effort:** Rate the level of effort your Department must invest to successfully utilize the Regional Service Centers' services.
3. **Success Rate:** Rate how often the Regional Service Centers successfully meet the needs and requirements of your Department.



Regional Services Centers

Quantitative Rating Scales Explained

- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
 - The most negative response was given a value of 1, the most positive response a value of 4.
 - “Not applicable” responses were given a value of zero and were not included when calculating average ratings.
 - Responses to each question for each service area were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.
 - The vertical axis on all graphs is positioned at the overall average value (**3.22**).



Internal Survey Results

Quantitative Data Analysis

# of Regional Service Centers	# of Respondents	% of Respondents*
1	61	32.6%
2	60	16.0%
3	31	16.6%
4	22	11.8%
5	44	23.5%

* This is the percent of respondents who also answered yes to whether they had interacted with a Regional Service Center.

This table displays the number and percent of respondents who had interacted with a Regional Service Center, by the number of centers with which they had worked. One-third of respondents reported interaction with one Center over the past year.



Internal Survey Results

Quantitative Data Analysis

Regional Service Center	# of Respondents	% of Respondents*
East County	73	39.0%
Mid County	112	59.9%
Up County	142	75.9%
Bethesda/Chevy Chase	93	49.7%
Silver Spring	102	54.5%
Do not know/not sure	6	3.2%

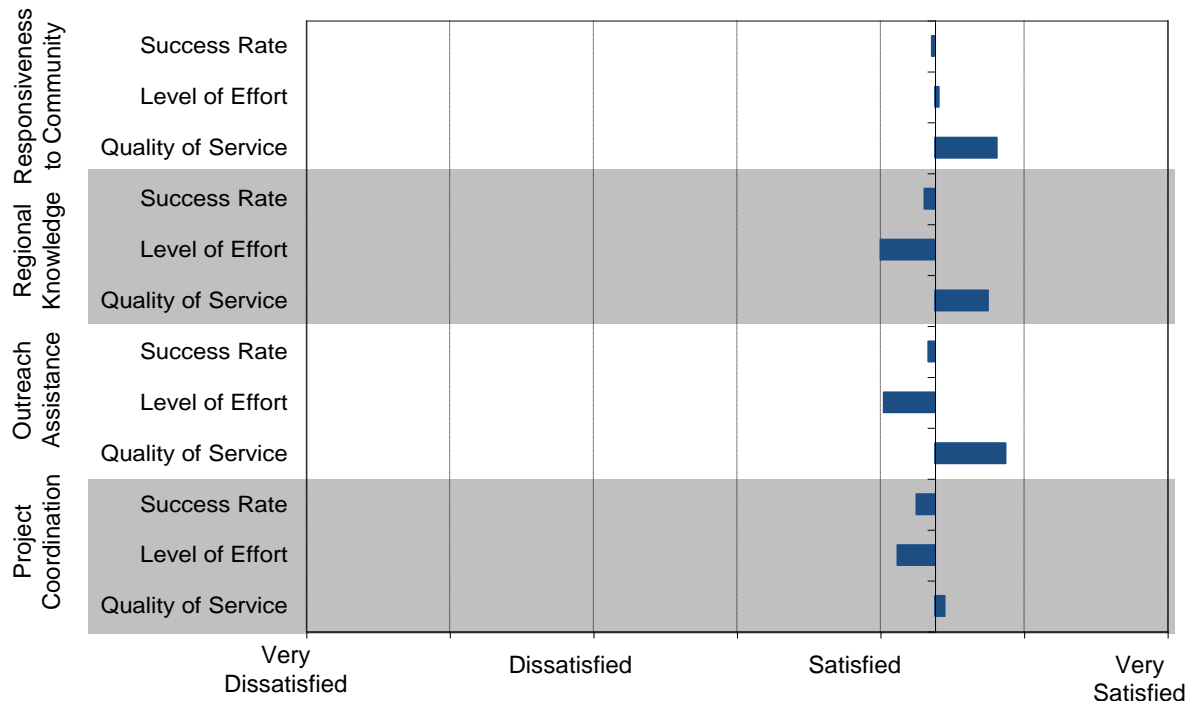
* This is the percent of respondents who also answered yes to whether they had interacted with a Regional Service Center.

This table displays the number and percent of respondents who had interacted with a Regional Service Center. By far, the most respondents reported interacting with the Up County Regional Service Center.



Quantitative Data Analysis – Internal Survey Results Region by Region

East County

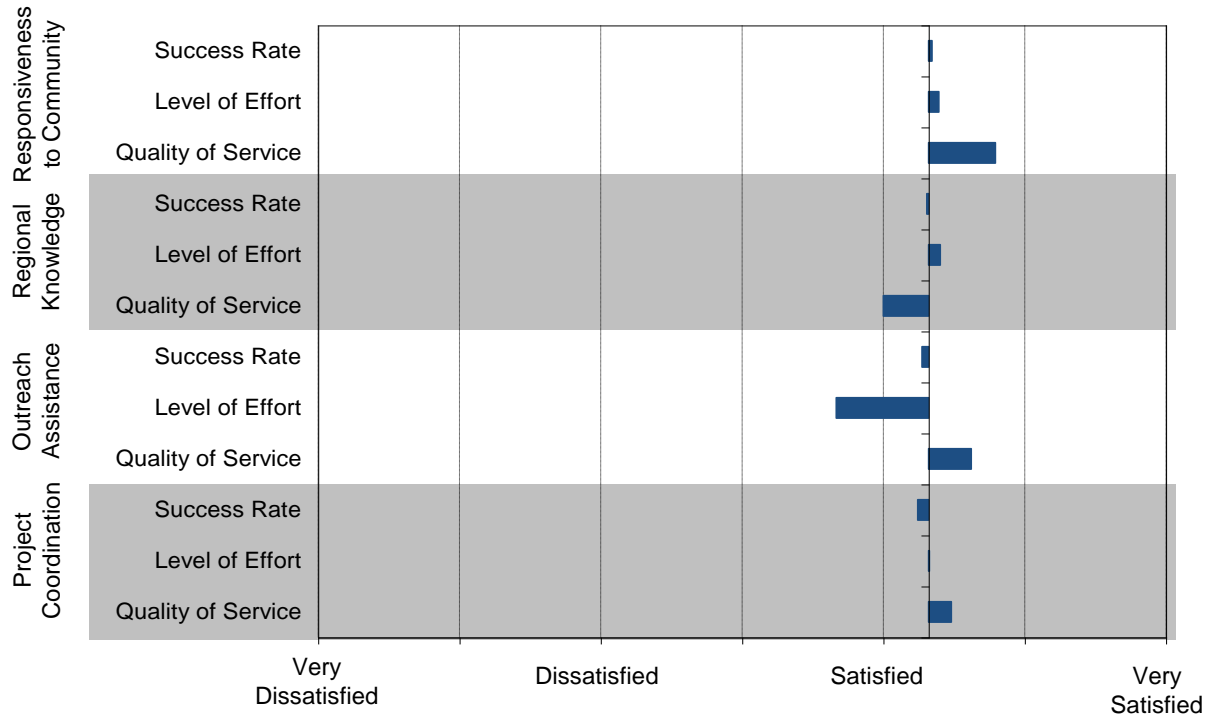


- **The Strong Area:** The overall quality of service provided across all core functions.
- **The Areas to Focus on Improving:** The level of effort a Department must invest to successfully utilize the Center's services.
- **The East County overall survey average value is 3.19 out of 4.00.**



Quantitative Data Analysis – Internal Survey Results Region by Region

Mid County

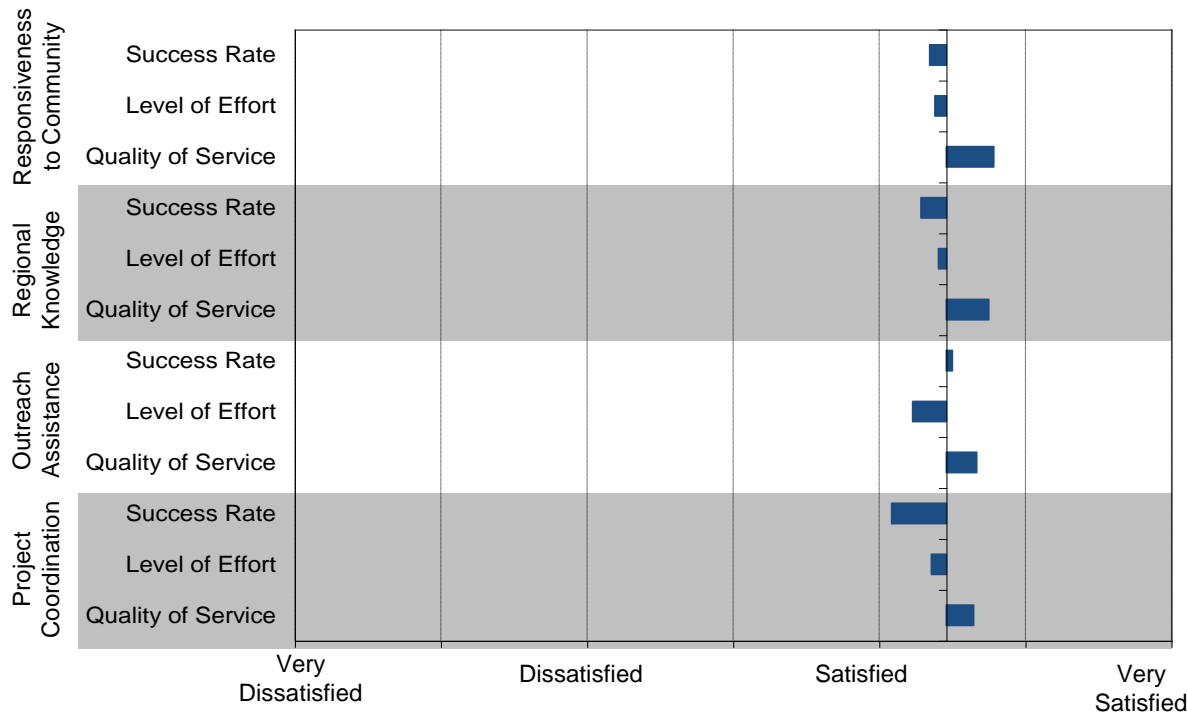


- **The Strong Areas:** The overall quality of service provided across all (but one) core functions, and helping departments be responsive to the community's needs.
- **The Areas to Focus on Improving:** The level of effort a Department must invest within assisting departments within outreach to communities and overall quality of service provided within assisting departments by providing additional knowledge.
- **The Mid County overall survey average is 3.16 out of 4.00.**



Quantitative Data Analysis – Internal Survey Results Region by Region

Up County

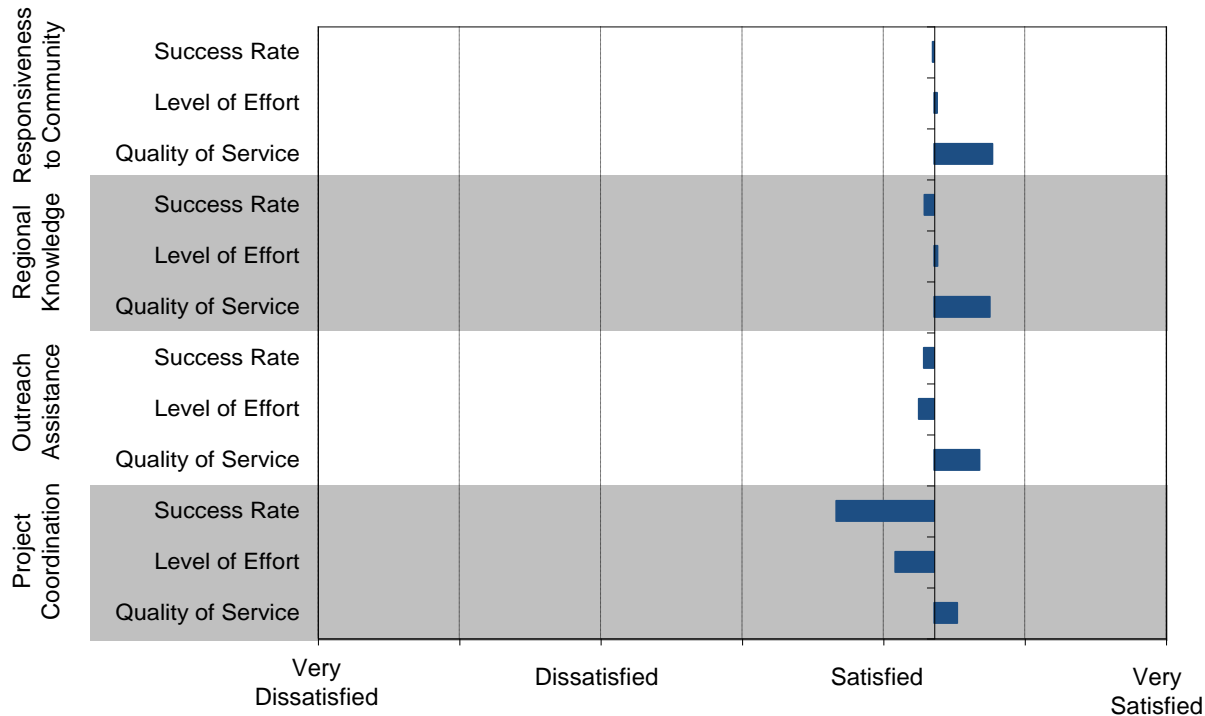


- **The Strong Area:** The overall quality of service provided across all core functions .
- **The Area to Focus on Improving:** How often the Center successfully meet the needs and requirements of the Department within coordinating projects among multiple agencies.
- **The Up County overall survey average is 3.23 out of 4.00**



Quantitative Data Analysis – Internal Survey Results Region by Region

Bethesda/Chevy Chase

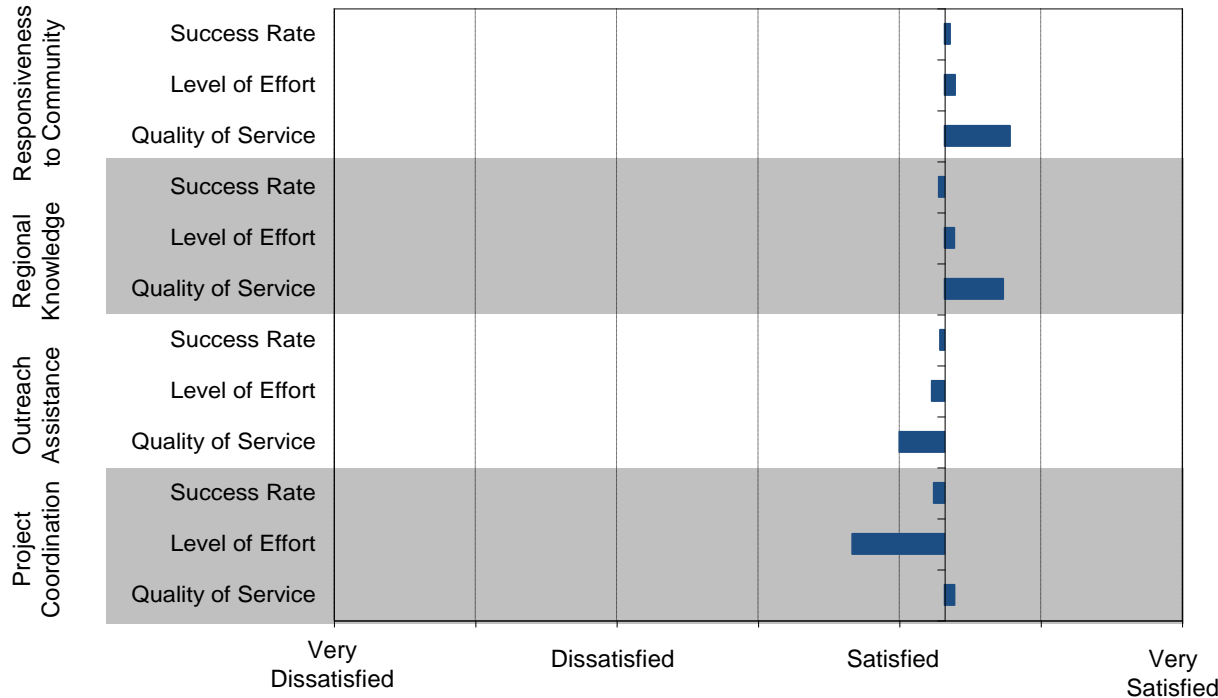


- **The Strong Area:** The overall quality of service provided across all core functions.
- **The Area to Focus on Improving:** The level of effort a Department must invest and how often the Center successfully meet the needs and requirements of the Department within coordinating projects among multiple agencies.
- **The Bethesda/ Chevy Chase overall survey average is 3.18 out of 4.00.**



Quantitative Data Analysis – Internal Survey Results Region by Region

Silver Spring



- **The Strong Area:** The overall quality of service provided across all core (but one) functions.
- **The Area to Focus on Improving:** Assisting departments with outreach to communities and level of effort a Department must invest within coordinating projects among multiple agencies.
- **The Silver Spring overall survey average was 3.16 out of 4:00.**

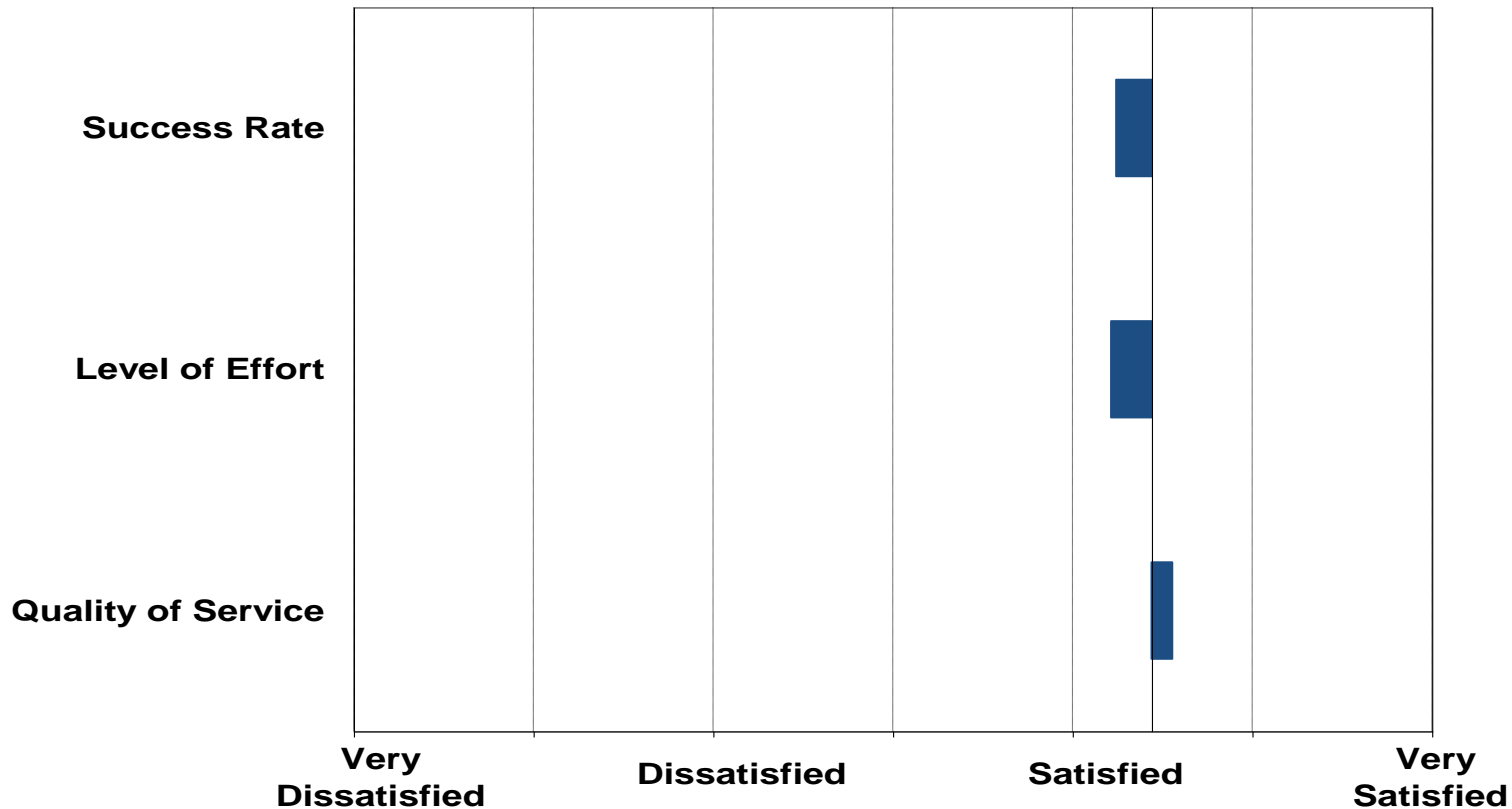


Overview of Survey Results Across All Regional Centers

- Overall survey average was 3.22 out of 4.00
- **Across all Core Functions:**
 - **Strong Area**: Quality of service provided to departments.
 - **Areas to focus on improving**: 1) Level of effort the Department must invest to utilize RSCs' services and 2) How often the RSCs successfully meet the needs and requirements of Departments.
- **Looking at each individual Core Function:**
 - **Strong Areas**: 1) Assisting departments by providing additional knowledge about their regions and 2) Helping departments be responsive to the community's needs.
 - **Areas to focus on improving**: 1) Coordinating projects among multiple agencies and 2) Assisting departments with outreach.



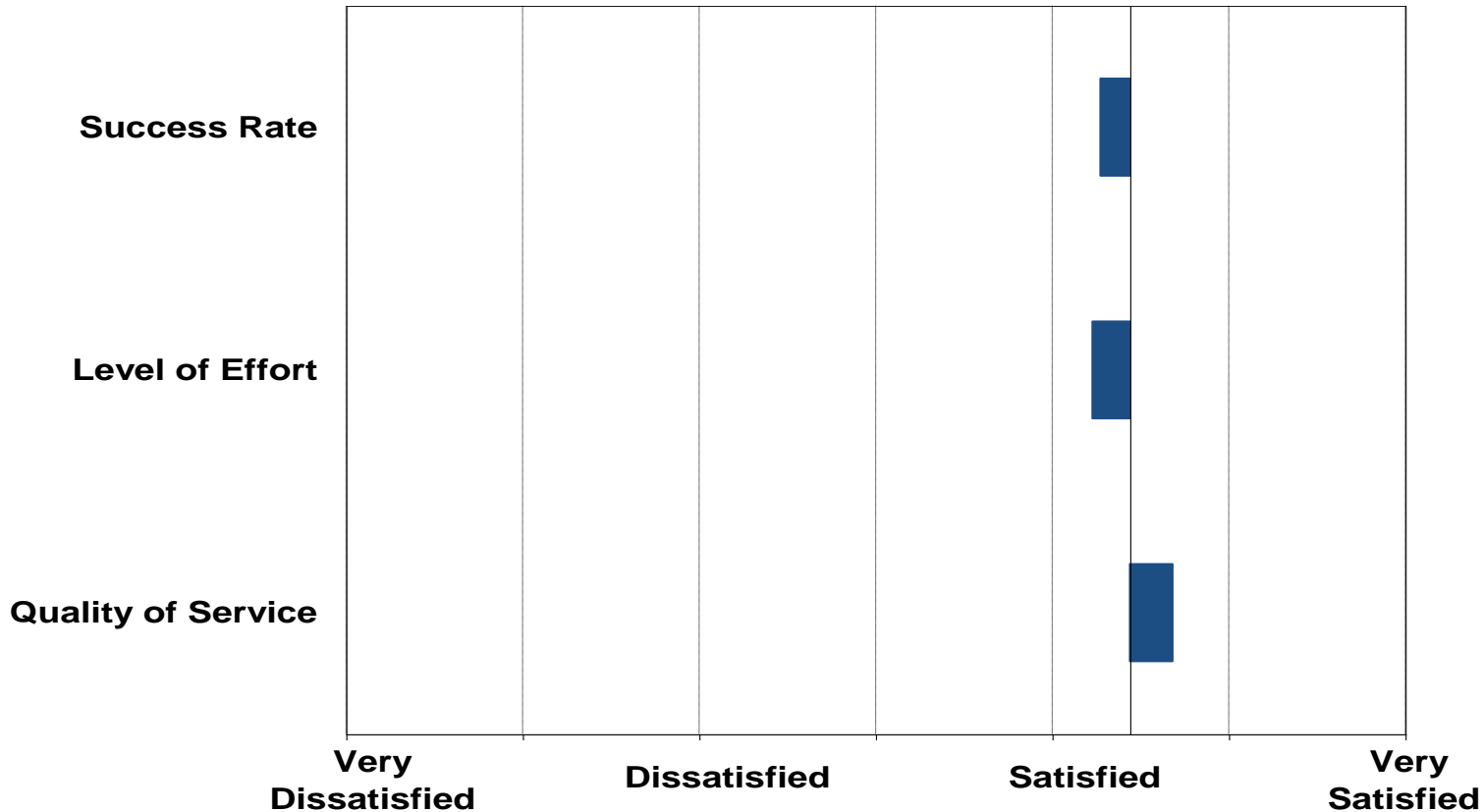
Overview of Survey Results Across All Regional Centers Project Coordination (Overall Average)



Regional Service Centers often coordinate projects among multiple agencies in their respective regions. In answering the following three questions, your ratings should reflect your experience with the Regional Service Centers' coordinating projects.



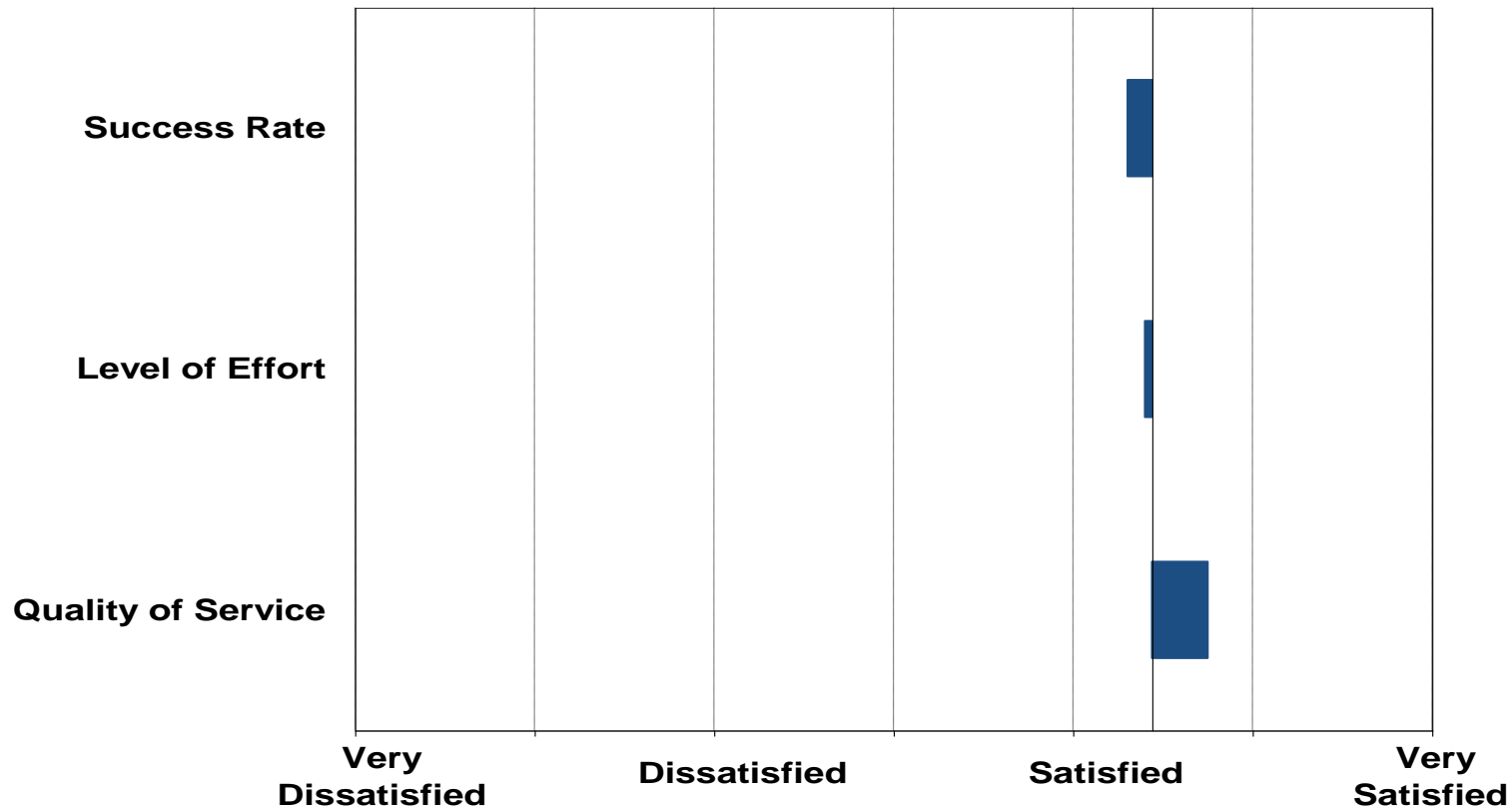
Overview of Survey Results Across All Regional Centers Outreach Assistance (Overall Average)



Regional Service Centers assist departments with outreach to communities. In answering the following three questions, your ratings should reflect your experience with the Regional Service Centers' outreach assistance.



Overview of Survey Results Across All Regional Centers Providing Additional Regional Knowledge (Overall Average)

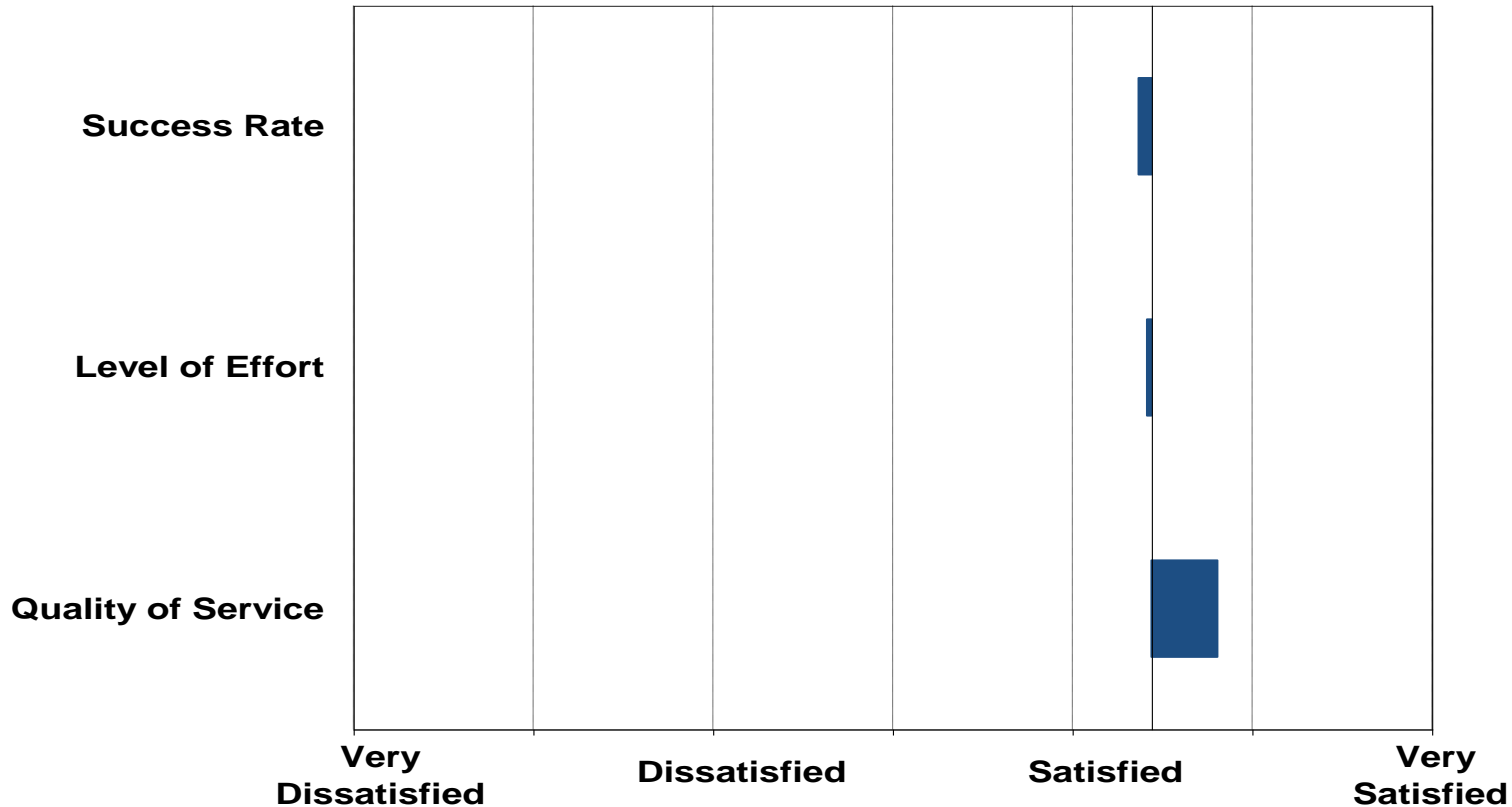


Regional Service Centers assist departments by providing additional knowledge about their respective regions. In answering the following three questions, your ratings should reflect your experience with the Regional Service Centers' knowledge of their regions.



Overview of Survey Results Across All Regional Centers

Helping Departments to be Responsiveness (Overall Average)



Regional Service Centers help departments be responsive to the community's needs. In answering the following three questions, your ratings should reflect your experience with the Regional Service Centers' ability to help you be responsive to the community's needs.



Internal Survey Results

Qualitative Data Analysis – Process

- In addition to the twelve questions each respondent was asked to rate the Regional Service Centers on, all respondents were given the opportunity to provide qualitative feedback in an open response area.
- While not all respondents offered feedback, many did. A brief analysis of this feedback is provided on the following slides. The data is organized as follows:
 - All feedback was categorized into major themes. A single response might fit several themes.
 - A category called “Positive feedback” was created. Any positive remark about was placed here.
 - A category called “Other” was created. This category includes all responses that did not otherwise fit neatly with the other responses received.
 - A category called “None or no contact” was created. In cases where an individual indicated either that they had no remarks or that they had not had contact with the Regional Service Centers, the response was placed here.
- Respondents were also asked if they did not interact with Regional Service Centers to state the reason why not.
 - Data is organized similarly to the open response question.



Internal Survey Results

Qualitative Data Analysis

Theme	# of Responses	% of Text Responses
Positive feedback	21	40%
RSC is the dept's client	3	6%
Unsure of what RSC does	4	8%
Uneven service between Centers	7	13%
Not responsive to customers	2	4%
Other	6	11%
None or No contact	17	32%
All text responses	53	

* Other = The comment did not fit in one of the listed themes.

**None or no contact = The respondent merely wrote "None", or "No contact" as in they had no comments, rather than leaving it blank.



Internal Survey Results

Qualitative Data Analysis

Theme	# of Responses	% of Text Responses
Positive feedback	1	2.2%
No need	35	78% *
Unsure of what RSC does	4	9%
Other	3	7%
None or No contact	2	4%
All text responses	45	

*** 78% of respondents answering this question stated that they had no need to interact with the RSCs**

Respondents were asked if they had not interacted with the Regional Service Centers, to state the reason why not. This table summarizes those comments.



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Regional Service Centers' Approach to Supporting County Departments

- 1. What have you implemented as a Center to positively impact your County employee customer service?**
- 2. Where did you have the most success?**
- 3. Which of these best practices do you think could be adopted by other Departments to improve their performance?**
- 4. Where will you focus your attention over the next year?**

Similar to other County departments participating in the Internal Customer Survey, CountyStat requested responses from each Regional Center to the above questions.



Regional Service Centers' Approach to Supporting County Departments

- The 5 RSCs work as a group to serve internal customers.
- Overarching projects are usually handled by one Director, with support from other Directors
- Notable recent examples include:
 - Facilitated Discussion project with many County agencies to determine the RSC role with that agency; how senior managers envision an enhanced role for the RSCs and how the role could be formally, and with additional budget, operationalized. A phased-in approach was decided upon, with the first step being a new relationship with the Department of Transportation which has resulted in immediate attention for residents and neighborhoods upon receipt of a call from an RSC.

The Regional Services Centers provided a joint response to CountyStat questions.



Regional Service Centers' Approach to Supporting County Departments

▪ Notable recent examples (continued):

- Robust Positive Youth efforts spearheaded by Community-Based Collaboratives.
- “Dances for Profit” initiative, which highlighted a new problem, established a working group, and resulted in a proposed legislative solution.
- Early warning to County departments and leadership of impact of foreclosures on neighborhoods; support to Department of Housing and Community Affairs in its programs; establishment of outreach programs and counseling.
- Leadership role in Senior Summit/Senior Sub-Cabinet.
- Lead site evaluations on behalf of County departments which will be opening new facilities.
- “Neighborhood Names” project, which has identified unincorporated areas by name for departmental and media use, resulting in greater accuracy.
- Constant liaison with County departments having projects, programs or problems in RSC service areas in order to fine-tune necessary public outreach.



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Performance Measures

1. Other County Departments:
Departments' Satisfaction with
RSC Assistance

Completed

2. Community: Citizen Advisory
Board Satisfaction with RSC
Assistance

Under Construction

3. Self-Assessment: RSC
Directors' Satisfaction with RSC
Performance

Under Construction

Comparison of Performance Measures to Core RSC Functions

	Measure #		
	1	2	3
Project coordination among multiple agencies	X	X	X
Assist departments with outreach to Communities (and vice versa)	X	X	X
Proactively provide additional knowledge to departments about their respective regions (and vice versa)	X	X	X
Help depts be responsive to communities' needs	X	X	X

While each Regional Services Centers tailors its activities to meet the needs of their regions, these activities can be organized into several themes. These themes can be used to determine measurable outcomes.



Customer Satisfaction - Other County Departments

Complete

County department managers' satisfaction with Regional Service Centers' performance

Objective

- To assist County departments through project coordination, outreach assistance, proactively responding to communities' needs, and provision of regional knowledge

Strategy to implement measure

- Develop survey questions for placement on the annual County Internal Customer Survey **Complete**
- Administer survey **Complete**
- Collect and report data on an annual basis **Complete**

Regional Services Centers reached out the CountyStat office for assistance in assessing their assistance to County departments. Moving forward, the RSCs will continue to survey County managers through the annual internal survey administered through the CountyStat office.



Customer Satisfaction – Communities

Under Construction

Citizen Advisory Board Satisfaction with Regional Services Centers' Assistance

Objective

- To provide assistance and other services to regional community boards and other local organization and individuals, by linking those groups to County government

Strategy to implement measure

- Develop survey questions focused on RSCs' four core functions
- Administer survey to each Citizen Advisory Board
- Collect and report data on an annual basis



Customer Satisfaction - Self-Assessment

Under Construction

Regional Service Center Directors' satisfaction with Regional Service Centers' performance

Objective

- To ensure that Regional Service Centers are providing quality services to its customers by self-assessing and comparing that assessment to other customer satisfaction survey results

Strategy to implement measure

- Develop self-assessment questionnaire
- Administer to Regional Service Center staff
- Collect data
- Compare results to other customer satisfaction metrics
- Report results on an annual basis

This measure will compare the self-assessment to the results of the other components of RSC customer satisfaction and will highlight any gaps.



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Moving Forward

CountyStat Recommendations

1. Based on the Centers' joint mission, Regional Services Centers should work towards developing a joint long-term strategic plan focused around the four identified core functions. This plan should Include:

- Long-term, over-arching goals and strategies for delivering consistent results in each of those core functions.
- Method for evaluating progress towards delivery of results.

2. Due to inconsistent survey results, in terms of the level and quality of interaction with the RSCs, the CAO's office will work with the County departments to orient the Department Heads and MLS as to the importance of, and desired procedure for tapping into the RSCs as an on-the-ground resource, effectively linking County government to its residents.



Wrap-up

- Follow ups

